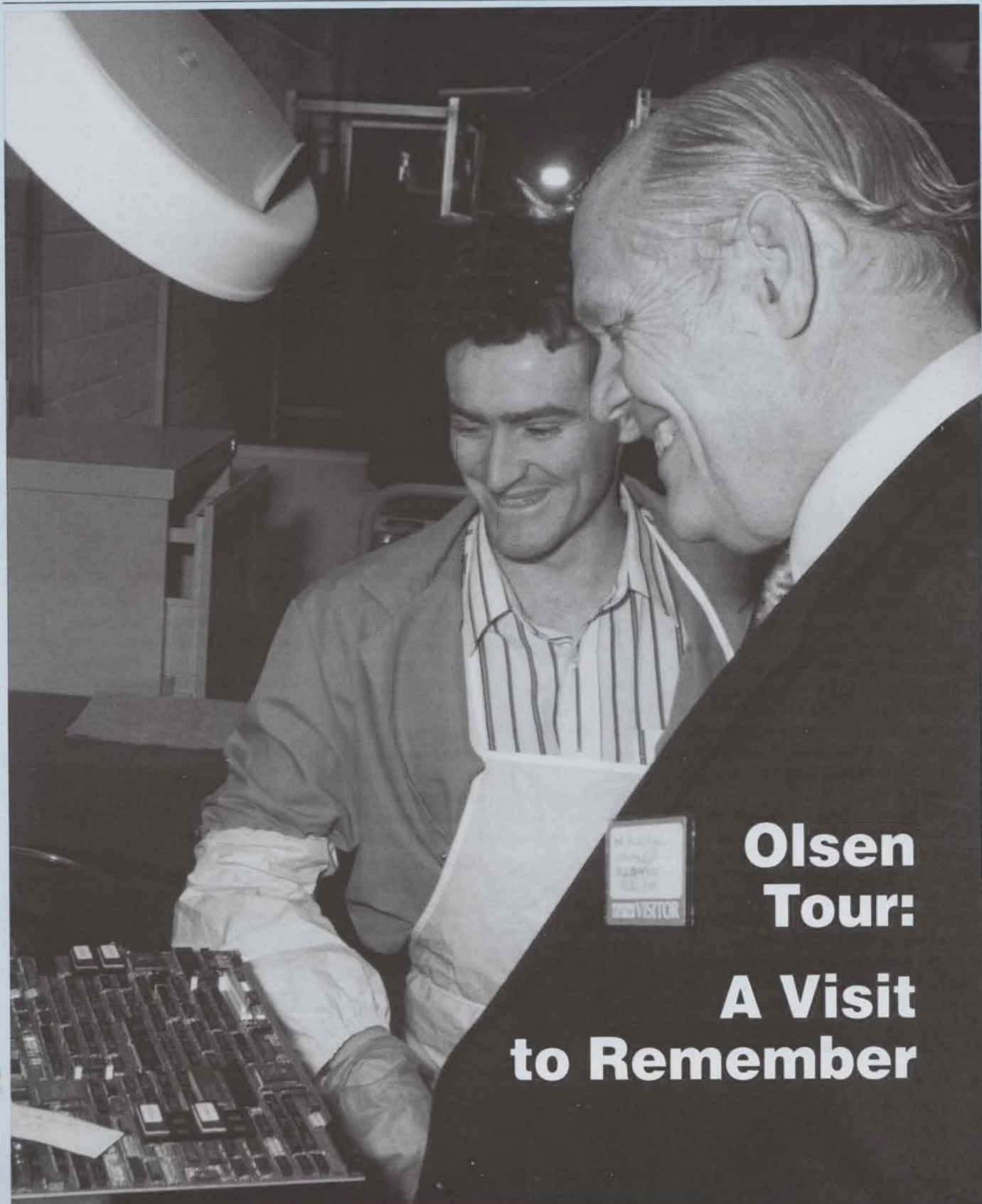


# DIGITALK

Volume 3 Issue 40

October/November 1989



**Olsen  
Tour:  
A Visit  
to Remember**



# Overview: Ken Olsen

When Ken formed Digital thirty-two years ago, he already had strong ideas about what kind of company he wanted to build – not just the products that would make it profitable, but also the environment its people would live and work in for the long haul.

As 1990 looms, the company's founder is still setting the pace. Our success – yours, mine and Digital's – has everything to do with Ken's personal views on the wealth of our product range and the health of our environment. The following are extracts from an interview Ken gave to *Digitalk* during his visit.



CORPORATE COMMUNICATIONS Steve De Kalb with Ken and Aulikke.

## **Ken, how does Digital get both larger and more disciplined at the same time?**

'Discipline' is a funny word. To some people it means – and it is – a lack of freedom. Yet the same word applied to an artist or writer describes what he or she needs in order to get the job done. There is no such thing as an undisciplined writer or artist. Both of them have to force themselves to spend the time, isolate themselves from all environments and complete the job. Every writer has some technique for doing it. It may be sitting down and not going to get up unless they write 500 words. Very few artists stay good artists very long, because they don't have the discipline. You see, without discipline there is no creativity.

When it comes to making products, every engineer would like to have a free set of specifications so that he can make the best. But very good engineers enjoy discipline. They feel it's a blessing to have many of the arbitrary things specified ahead of time so that they don't have to argue or worry about them.

We want that discipline which makes people productive but which also keeps them healthy and enthusiastic over a long period of time. That discipline which keeps them all working in the direction of the corporate goals. For

example, IBM announced with their 360 computer, 25 or 30 years ago, that it would have one architecture and one operating system. They lost it very quickly because other people in IBM had better ideas how to do that. We said we'd have one computer architecture and one operating system 15 years ago. We stuck with it. That's the kind of discipline we're after.

The discipline that stifles people from being creative in their selling, their marketing, their generation of products or whatever, that's not the kind of discipline we're after.

## **With 54% or thereabouts of the corporation's revenue now coming from outside the US, is it likely that we will see more GIA and European influence on what's been traditionally an American decision-making process?**

That question has several sides to it. We've done particularly well outside the US, but part of the theory of doing business in many parts of the world is that, when one part is doing poorly, hopefully someone else is doing well. A couple of times everybody did poorly at once, but in general that's not true. Right now the US is doing poorly – not terribly badly but just poorly – and it's good that we have other areas to balance that.

Now, planning and influencing product strategy is a concern everybody has. We have technical interchange, but when it comes to making decisions we don't make them democratically. We try, but some small group has to be responsible for making them.

Another part is about chauvinism of one part of the world versus the other. Some years ago

the Europeans were complaining that Americans didn't take the time to understand the many different power requirements of their orders (in Europe). So I said to the people in Geneva, 'Make up a notebook, one page per country, and list all the tolerances, all the loadings, all the connectors and such.' It took them three years to do it.

Americans are human and often don't see things broadly. I do think, however, that maybe Americans are least chauvinistic of all because the country was built on immigration from other lands. Countries that are ethnically pure or with only a few nationalities have far more difficulty.

## **With the last 12 months' barrage of new products – including a RISC machine – would you say that people are confused?**

Yes, but I have to explain that. With the use of technology, we improve our machines so regularly that this leads to confusion. But I think we've taken care of that. Before when we made an improvement, the engineers were so impressed with their work that they insisted on calling it a brand new computer. Now I say it's just an update to the old one and you can buy an update kit. That should make it a lot easier to understand.

Another part is that, for much of the last 20 years, 10% of our computers were sold with UNIX. So, now having a specialised UNIX machine really shouldn't confuse people. In fact, it should clarify things. People felt we were against UNIX because we didn't offer specialised workstations. Now we do.

## **You once said that Digital will never manufacture commodity or memory chips because we could always buy them cheaper down the street. Now that there's a shortage of some chips, particularly the 4-megabyte memory, or commodity chip, does Digital have the desire and technical expertise to make our own?**

We have a very large semi-conductor plant in Hudson, Massachusetts and are finishing what is probably the most modern semi-conductor plant anywhere in Edinburgh. These are to make those specialised semi-conductors we can't buy elsewhere.

Memory chips, however, go to the country with the lowest cost of capital. The US, Australia and New Zealand are not those countries. We still can get memory chips and we're not being hurt by the shortage. Also, with the industry slowing down, some of the shortage is less critical.

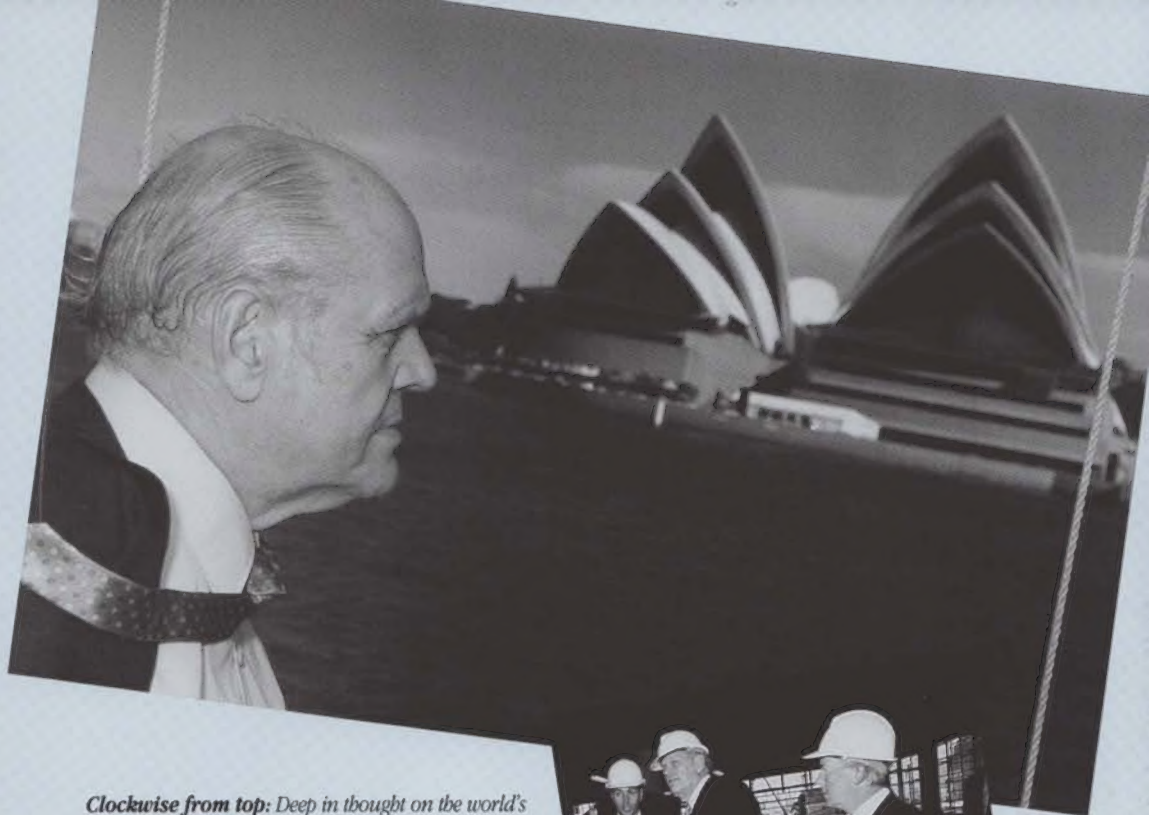
## **How do you see SPR fitting into the global world of Digital? For example, might SPR at some stage be incorporated with the Far East Region?**

There may be reasons for what you suggest. From the USA, the Western Pacific all looks like it goes together and we are so far apart. But those things often aren't strategic... they just develop. We don't lay out plans about how big each part should be. It's what area does well grows the most. □

### FRONT COVER:

During a tour of SNA, President and founder of Digital Equipment Corporation, Ken Olsen, shares some engineering wisdom and a smile with Ken Albert, CSS Manufacturing Technician.





**Clockwise from top:** Deep in thought on the world's most beautiful harbour.

Ken inspects work at the new HQ site in Rhodes, flanked by Chris Hood (left) and Vince Hughes.

Ken addresses DECathlon winners from around the world.

Framed by Subsidiary Manager Frank Wroe and GIA Manager Dick Poulsen, Ken makes his way into the Darling Harbour Convention Centre where Sydney staff await and – via satellite – Brisbane, Adelaide and Perth Digits watch on.



*Sydney*



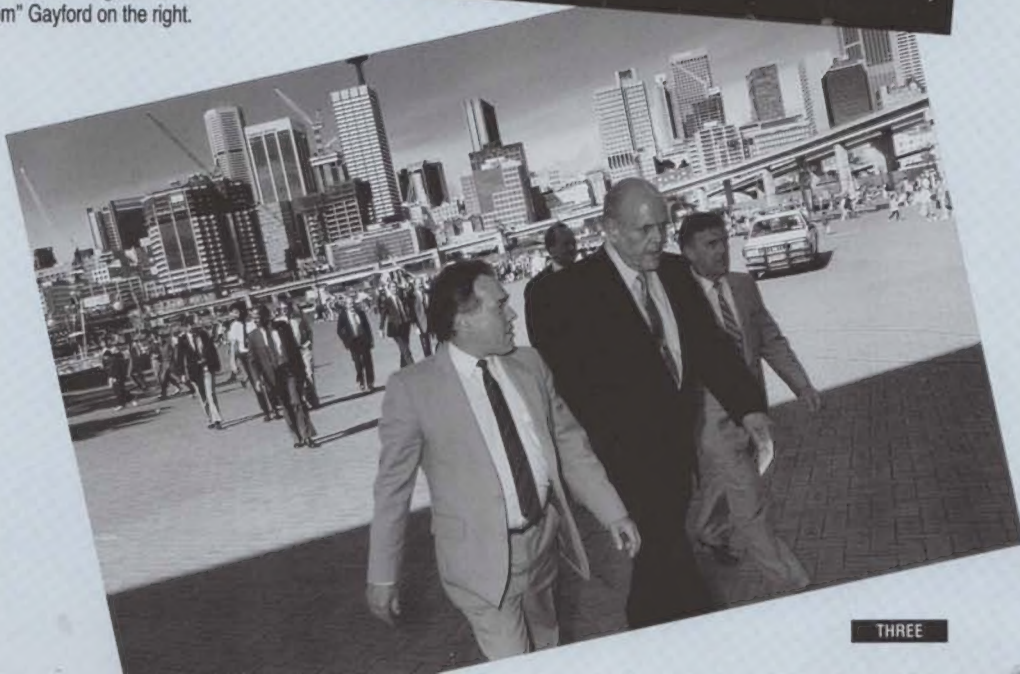
**Left from top:** Mrs Olsen chats with Janos Farkas in Sydney.

Joanne Newlyn and Albert Moschner meet Ken.

A day on Sydney Harbour for (l to r) Jolande Brothers, Carol Osborne, Aulikki Olsen, Marilyn Baker and Gisela Ramensky.

Leading customers and Digital's management share a night at the Opera House with Ken.

Two grand ol' men of Digital: that's "Trader Tom" Gayford on the right.





**Right:** An executive meeting in the office of the Minister for Industry, Technology and Commerce, Senator John Button.

**Centre:** Ken and his entourage in the grounds of Australia's new Parliament House.

**Below:** Canberra staff gather around to meet with our company's founder and President.



**Left from top:** The director of the Australian National Art Gallery in Canberra discusses a valued painting with Ken and Steve De Kalb. FY89 Salesperson of the Year, Vince Cecere, tells Ken how big his budget is for FY90. Ken discusses engineering with GIA Manager, Dick Poulsen. Taking a closer look at the Aussie-made Cleveland terminal that's part of our information system at Australia's Parliament House. Mr and Mrs Olsen admire Aboriginal art work from the far north of Australia.

Canberra





Against the backdrop of Melbourne's cityscape, Frank Wroe introduces Ken to Melbourne Digits.



**Left:** Ken enjoys meeting with Melbourne Digits, Karen Hall, Paula Davey and Ian Pugsley.

**Centre:** A moment of mirth at the podium.

**Below:** Southern District Sales Manager Rob Stewart welcomes Ken to Melbourne.



## Melbourne Auckland



**At right from top:** Alan Williamson from the Fiji office shares a moment with Ken.

New Zealand staff line up for a chance to ask a special question of the company's founder.

Ken queues for a cup of coffee with New Zealand staff.

Enjoying a weekend fishing in New Zealand, Frank Wroe's happy with his catch ...

... But Dick Poulsen goes one better.





# New Local Group Meets GIA Needs

In early July a new SPR group commenced operation, forming the last link in a chain of three GIA Customer Services development groups which will work as one. While physically residing in a particular region, their goal is the development and cross-GIA support of various GIA common systems.

Our new group is called the SPR Development Group (SDG) and is based at the St. Leonards facility (STL).

Each development group has a charter to support all of the GIA Regions in their specific areas of expertise. Our new SDG has been assigned the task of development and support of the Field Logistics Systems (FLS). The Canadian group is responsible for CORE, the call handling and contract administration system, while the Japanese group is responsible for TIMA, a system that disseminates technical information to field engineers.

The benefit of the Field vs Headquarters location is in the proximity to the actual running of the Customer Services business. This should improve our ability to develop systems that truly meet the business's requirements.

The managers of the Development groups report functionally to Tom McPhee, the GIA CS IS Manager. The managers also report administratively to the Operations Support managers in their host Region. In SPR's case, temporarily, this is Fred Laskey from GIA.

## Who's Who of the SDG

Terri Frost, on relocation from GIA in Acton (AKO) is managing the group. Terri has been with Digital for 12 years after joining from Honeywell. She initially worked as a Senior Analyst/Programmer with the Software Distribution Centre in Northboro, Massachusetts (NRO). For the past eight years, Terri has held senior positions in the development of field systems for the Regions within GIA.

Besides Terri, the group consists of seven other members:

**Warren George** is responsible for the process analysis and functional design activities. Warren is a Senior Business Analyst and has been with Digital for nine years. The last four



THE NEWLY FORMED SDG TEAM and the Digits who are helping to get it going. From left to right: SDG members Eddie Kwok and Claudia Davies; from AKO Reid Nash, Pat Chew, Les Barfield, John Chan and Greg Thorne; from SPR FLS Support Krish Venkataraman; and SDG member Warren George. Missing are Terri Frost, Harold Clark and Brett Farrell.

years have been in various consulting roles with SWS. Prior to that he spent four years supporting systems for Customer Services and a year supporting F&A systems.

**Brett Farrell** is acting in the capacity of Technical Project Leader. He has most recently worked as a Senior Analyst/Programmer for the SPR Customer Services Information Services group, supporting FLS and other applications for the Region. Before joining Digital five years ago, Brett spent five years as an Analyst/Programmer with Carrington Slipways in Newcastle, and with Facom.

**Claudia Davies** as Secretary to the group is applying her extensive skills to provide the administrative back-up. Prior to recently starting with Digital, she worked for the Hong Kong Bank of Australia. This is her first contact with Digital and she is enjoying the challenge of learning the benefits of our systems.

**Harry Clarke** and **Eddie Kwok** complete the technical design and programming team. Harry has recently joined from Permanent Trustee Company, where he was employed as an Analyst/Programmer. Most of his four years of programming experience has been on VAX computers. Eddie has eleven years experience as a programmer with Hong Kong Polytechnic, working on VAX and PDP computers. Assisting on the technical side are two contract programmers on assignment from Digital Equipment India, Raj Mohan and Jeevraj Nambiar.

The SDG takes on an important role as part of the overall resources available to GIA for IS activities.

## Getting Started

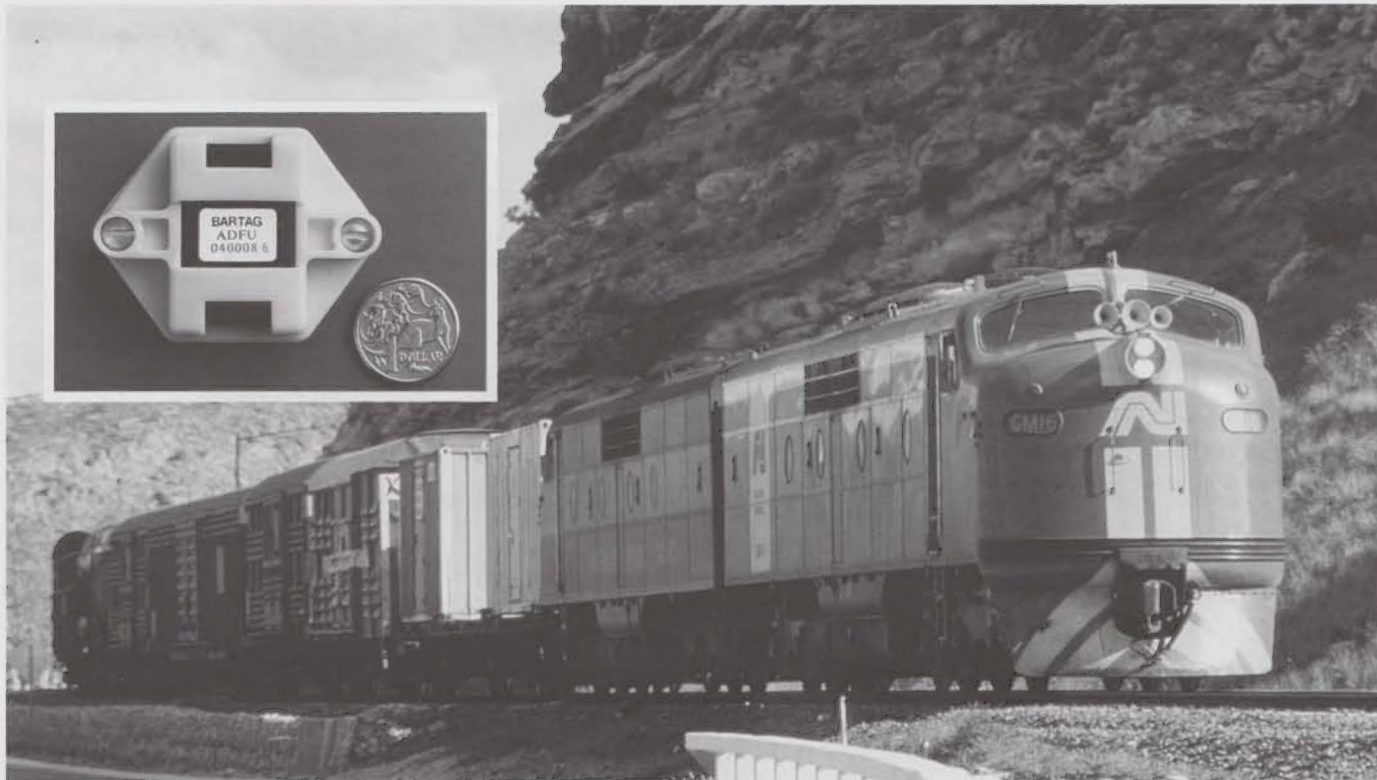
The first few months have been spent fully training the team on FLS, including training in Acton conducted by the departing members of the original GIA group.

In August, the SPR group assisted in the implementation of a major upgrade to the FLS systems in SPR. During September the team was involved in the ground work for setting up the entire Logistics Support Centre in Far East Region. Following this, the FLS software upgrade and training took place in the Japan Region. To this point the work was a joint effort between GIA and the SPR Development Group.

From this month onwards the SDG will be fully responsible for FLS systems throughout GIA. The co-operation between the outgoing and incoming groups has provided a smooth transition.

The SDG takes on an important role as part of the overall resources available to GIA for IS activities. In the future they may be assigned to develop the next generation of Logistics systems, as well as other GIA common systems. □





KEEPING TRACK OF railway cars and freight containers is an application targeted for Bartags (inset) – a unique Australian technology.

## Australian Success Story in the Making

AMSKAN Ltd is an Australian high-technology company positioned for success in global markets. The Melbourne-based company has developed a unique Automatic Electronic Identification (AEI) system to automatically identify objects such as railway cars, shipping containers and motor vehicles.



SENATOR JOHN BUTTON (left) with Frank Wroe and AMSKAN's Managing Director Chris Thomas after the signing of the R&D agreement.

The exploitation of opportunities for AMSKAN's technology in the world-wide AEI market could yield substantial benefits to Australia. These include large-scale exports and the creation of up to 800 new jobs in the information industry.

What's more, AMSKAN and Digital have agreed to jointly develop and market systems which integrate AMSKAN's technology with Digital's networking computer systems. Toward this end, Digital is providing AMSKAN with a research and development (R&D) grant to assist in the development of such systems.

By combining their strengths, the companies plan to earn a significant share of the world-wide AEI market that is estimated to grow to \$A2 billion per year in the next five years.

The Minister for Industry, Technology and Commerce, Senator John Button, warmly welcomed the announcement of the R&D agreement.

Senator Button said that the Government's Partnerships for Development program gave Digital the impetus to seek Australian technology for export, and led to the relationship between AMSKAN and Digital.

**"This R&D agreement is right for AMSKAN, right for Digital, and right for Australia." – Chris Thomas**

"The relationship is founded on sound business principles and should give rise to strong export and local earnings," Senator Button commented.

### National Laboratory

Chris Thomas, Managing Director of AMSKAN, believes that Australia is the perfect place to develop AEI technology.

"As a result of having a complex society with a relatively small population dispersed over a large area, Australia has one of the most advanced transportation industries in the world.

"By applying information technology to this leading position, Australia has a chance to turn disadvantages into advantages, and to take the lead in an emerging technology with its high growth period still ahead.

"This R&D agreement is right for AMSKAN, right for Digital, and right for Australia," Chris added.

According to Account Manager Stevan Vujovic (CAO), "Digital will act as a conduit, giving AMSKAN access to Digital's international market and large customer base, furthering their export potential."

The Systems Integration group, headed by Regional Systems Integration Manager Rustom Kanga, will work closely with AMSKAN, providing hardware and software to enable them to continue with the development and assist in the manufacture of their product. Digital will also help market the technology as part of a total information management solution. □



AMSKAN's Automatic Electronic Identification (AEI) system works on a similar principle to the bar codes we see being used in supermarkets. In both cases a "reader" reads a coded signal which is attached to the object being tracked.

On supermarket items the codes take the form of a strip of bars printed onto the labels. High-value items such as railway cars, shipping containers and trucks can carry small radio transmitters called Bartags, which transmit the code by radio signal.



HAND-HELD READERS can be used for warehouse and dockyard situations, as Chris Thomas demonstrates.

AMSKAN has already had a number of successes in selling its Bartag system domestically. The State Electricity Commission of Victoria is installing a Bartag system to manage its fleet of cars. The Melbourne Metropolitan Transport Authority has installed a system to keep track of trains departing and arriving from the main terminus, Flinders Street Station, and after piloting a system last year the Department of Defence has ordered a completely integrated system to the value of \$A1 million. In addition BHP is installing a system to manage its fleet of trucks carrying coal to the Port Kembla steelworks. □

The Bartag can be read at greater distances than optical codes and can identify an object even when obscured by darkness, dirt or weather.

"Digital is serious about helping Australian industry to capitalise upon such opportunities." – Frank Wroe

Bartag is an enabling technology. While the tag/reader system provides data on the whereabouts of an object at a particular time, it does not provide information about the object's contents, origin, destination and schedule. Interface to a computer network – Digital's – will turn this data into usable information.

Digital specialises in distributed, networked computer systems. Digital's distributed style of computing is ideal for the widely dispersed transportation applications the Bartag system is able to address.

Subsidiary Manager Frank Wroe sees AMSKAN's technology as potentially giving Digital an advantage with which to increase its penetration into the transportation market world-wide.

Frank said, "While there are about 30 companies world-wide with AEI products, AMSKAN's Bartag system has an important competitive advantage in its choice of technology."

AMSKAN use a low-power infra-red/FM radio system, while its competitors use reflected microwave systems. The large antennas needed for the microwave readers restrict them to fixed mountings, while the AMSKAN system can be hand-held. In addition, AMSKAN's radiated radio frequency energy is less than one percent that of microwave systems, making it safer to use.

"This environmental advantage will possibly see the Australian technology becoming the model for the world in AEI," Frank said, "and Digital is serious about helping Australian industry to capitalise upon such opportunities." □

## Making the Most of ALL-IN-1

Once again we are grateful to Nicole Smith, Business Development Specialist for OA, for answering these questions about ALL-IN-1. Remember, if you have any queries, write to *Digitalk* at SNO 10/1 and we'll answer them in the magazine so that all Digits can benefit from the knowledge.

**Q.** How can I change the title of a document?

**A.** There is an option that appears on the FC (File Cabinet menu) and is accessible from any screen within the Word and Document Processing, Electronic Messaging and File Cabinet menus. Type **U** and press **RETURN**. A form appears and allows you to modify the Folder name and the Title and to add keywords. Type in the new information and press **RETURN** to update your changes.

**Q.** I often receive electronic mail that has wide rulers (eg spreadsheets and wide documents) and I can't read it properly on the screen.

**A.** While you are reading the document, press **GOLD E**. This will compress the characters so that the document fits on your screen. □

## OCTOBER IN DIGITAL'S HISTORY

1964: Digital unveils its first 32-bit computer, the PDP-6.

1968: Japanese headquarters opens in Tokyo.

1975: Patrick West, now Regional Export Administration Manager, hired as Edu Services Manager and SPRMC member.

1977: The first member of the VAX family – the VAX-11/780 – is introduced.

1978: DECservice, the industry's most comprehensive standard service package, is announced. First computer-based instruction course developed.

1980: VAX-11/750 is announced together with the RM80 Winchester disk.

1981: ALL-IN-1 is announced.

1983: Introductions of MicroVAX I and VAX-11/725.

1984: Announcement of VAX 8600 and VAXstation I, and introduction of "One Company, One Strategy, One Message" theme.

1985: Channels Marketing, Product Marketing and Industry Marketing groups formed. Dick Poulsen takes over as GIA Manager from Jerry Whitmore.

1987: Digital's one-day-old Stock Exchange Automated Trading System (SEATS) weathers the Australian Stock Market Crash in fine style. *Digitalk* wins the Public Relations Institute of Australia's "Golden Target" Award for Outstanding Internal Publication of the Year.

1988: Financial ACT opens at O'Connell Street office (SNM). □



# Symposium Success Despite Dispute

It says a lot for DECUS\* that despite the obstacle course laid by a looming pilots' dispute, the 1989 DECUS symposium held in Adelaide on August 20 to 25 attracted a record attendance of over 960 people, 60% of whom were from outside South Australia.

Mike Whalen, Chairman of the Symposium Planning Committee, epitomised this spirit of DECUS by taking four different aircraft and twice as long as usual to get from Townsville to Adelaide on time.

It was a spirit of enthusiasm greeted by an equally lively conference, opened in the Adelaide Festival Theatre and held at the Adelaide Convention Centre and the Hyatt Hotel.

The Minister of State Development and Technology in SA, The Honourable Lynn Arnold, opened the conference and John O'Donnell, US Area Manager, Solution Integration Centres for Digital, gave the plenary address.

With the theme for the conference being "Windows to the Future", Subsidiary Manager Frank Wroe spoke to delegates on Digital's performance and expectations for the next year, including our readiness for the changing marketplace. Regional Technology Consultant and SPR's DECUS delegate Max Burnet concluded the opening addresses with a characteristically entertaining overview of the exhibition and conference to come.

## Heavy Duty

As always, a network was set up for the exhibition and given a local name – "CROW-NET". And, as always, the transport of the



*THE SMALLER TRUCK (left) was needed for its 'elevator' platform to help unload the massive amount of equipment needed for the exhibition.*

computers and associated hardware for the network was no lightweight matter, this year with two massive truck loads of equipment, adding up to 98 VUPs (VAX Units of Performance, each equal to the power of a VAX-11/780 system) to be packed up and re-packed in the same boxes at the end of the symposium.

The hard work was clearly worth it, resulting in a magnificent exhibition with plenty of space for delegates to move and 'experience' our products.

"CROW-NET" featured three major nodes, 31 minor VAX nodes, nine servers, over 80 terminals, 17 PCs, six Apple computers and 70 Ethernet ports. This year's symposium highlighted our Network Applications Support (NAS), the collective name of the software backbone that connected all the various desktop devices to the hosts and servers.

For the first time, 13 CSOs (Complimentary Solution Organisations, third party vendors) were able to also demonstrate their systems at the exhibition.

The social activities were well organised with the highlight being an expedition to the Barossa Valley, an event which unexpectedly culminated in a train race between the famous *Flying Scotsman* and the DECUS train.

Thanks for an inspiring DECUS Symposium go to Max, DECUS Chapter Administrator and now Installed Systems Marketing's Maggie Alexander (see page 10), DECUS Project Specialist Carolyn Bennett, SNM (O'Connell Street) Principal SWS Specialist Stan Gifford and the whole DECUS team. □



*THE 1989 DECUS Symposium exhibition.*

The hard work was clearly worth it, resulting in a magnificent exhibition with plenty of space for delegates to move and 'experience' our products.



\*Digital Equipment Corporation Users Society.



# ■ Moving Times . . . Moving Times . . .



*MAGGIE ALEXANDER, AFTER THREE successful years as DECUS Chapter Manager, has now taken up the position of Installed Systems Marketing Manager.*

*Maggie will be managing and developing the method in which we generate revenue from the non-DNA (Digital Named Accounts) marketplace, one of our key challenges and one critical to our success. The experience and knowledge Maggie gained in relating to our installed base customers in the DECUS organisation will be invaluable to her in this position.*

## ■ John Takes On a New Role

John Brown, previously Regional Customer Services Manager, has been appointed to the newly created position of Regional Operations Manager, heading up an organisation that will provide administrative and operational support to all businesses and functions in the Region.

The work of the Operations group will include:

- A single customer-focused activity to perform all administrative tasks supporting the customer/sales interface.
- Activities designed to support all tasks related to the planning and movement of all materials in response to customer orders and the businesses' requirements.
- The centralisation of all data centre, programming activities and delivery of Information Services.
- Administrative purchasing.
- Telecommunications (Voice and Data).
- Management of Facilities.

John's new role is critical to helping us meet aggressive cost structure goals and providing our customers with an easy-to-do-business-with company. For more on John, please turn to page 13. □



*TONY BROWN HAS TAKEN ON a new role as System Integration (SI) Branch Manager for NSW.*

*Tony, as the Senior Management Consultant for Eastern District for the past three years has an excellent reputation with customers such as Lion Nathan, Tax GNPBS, Lever and Kitchen, BHP and Barclays and has effectively pioneered the concept of management consulting in SPR.*

*Prior to becoming a Digit, Tony worked as Assistant Manager, Group MIS for CSR and as a consultant for Arthur Andersen.*



*CHRISTINE STIRRUP HAS ACCEPTED the position of Marketing Manager Industrial Applications.*

*With many years of experience in the computer industry across a broad range of the industrial market sectors, Christine joined Digital some 3 years ago, initially as Project Manager for the Department of Aviation and Rice Growers. She then became Telephone Support Centre (TSC) Unit Manager with CS, and over the past year has been NSW SWS Branch Manager.*



*GLEN HOUGHTON HAS JOINED the Sales organisation in the capacity of Channels Account Manager in Melbourne, reporting to Ralph Stadius.*

*Glen has an excellent track record spanning some 10 years with CS, including successful management positions in both Canberra and Melbourne. Most recently he has been State Manager for Victoria. The skills learnt in these positions will be put to good work as Glen now manages some of our largest OEMs, including Computer Power and Cybergraphics.*



*WALTER BURROUGHS HAS BEEN APPOINTED to the position of Regional Headquarters Facility Manager, responsible for providing efficient and cost-effective facilities and office services to our new Regional Headquarters at Rhodes. Walter's first challenge will be to co-ordinate and manage the relocation to the new facility.*

*Walter has been directly involved in facilities planning and management since 1980, most recently as Project Director for the modernisation of the Garden Island dockyard.*



# School's in for the Summer



**An unusual class of students strolled the Green at Brown University this US summer. Digital's Sales Representatives from all over the world, including SPR, converged to attend the Summer Session of Digital University (DU), held on the campus of the Providence, Rhode Island, University. This adventure in sales training is planned to become a regular event.**

During their three-day stay at DU, students were expected to bone up on our newest products, as well as the competition's. The goal is to make our Salespeople better informed so they can sell more effectively – and help us get through a challenging time for computer vendors.

Like other computer companies offering a broad line, our Salesforce is struggling to keep up with an onslaught of new products made possible by rapid changes in technology. Two months ago, for example, Digital announced new products that replace models announced just four months earlier.

Each session consisted of two half days and two full days. Attendees were grouped according to their area of specialisation.

For the students, DU was no summer holiday. On the two full days of classes, they arrived at Brown at 8am and did not leave the campus until 8pm.

First up, the students entered their badge numbers and took a 20 minute, self-administered test of 105 multiple choice questions designed to measure their knowledge of Digital's products.

"The first time, they were getting 20 to 30

questions right," says Eric Sweet, Operations Manager for DU. "By their final try, they were getting 80 to 90 questions right."

## College Pranks

During their time on the Brown campus, the Sales Digits attended general educational sessions on topics such as networks, followed by narrow breakout sessions. The second full day offered some fun with a clambake for 500 and "Beat the Clock," a race to build a local area network – a challenge President Ken Olsen once put to his Vice Presidents.

Planning for the summer session of DU began last year after Ken voiced a desire for something new in sales training for the 1990s.

"The idea of coming to an Ivy League campus reinforces that the Salespeople are here to learn, not to attend a meeting," says Joe Codispoti, GIA Media Relations Manager. The goal was to make it as similar as possible to a real academic experience.

It seems the college theme was carried a little far when a prankster stole the DU flag, though it must be pointed out that no Digits are under suspicion!

Still, transforming the campus into Digital University in the middle of the hot US summer was no small feat. The original plan was to house the Salesforce in dormitories. Digital was prepared to pay to air condition more than 250 rooms, but the logistics did not work out. Instead the Digits stayed in three Providence hotels.

Digital installed 80 permanent wall air conditioners to cool off the classrooms and in "The Proving Ground," an auditorium that currently houses millions of dollars worth of our computers, 40 tones of air conditioning have also been permanently installed, along with more than 100 tones of temporary air conditioning. If you think that's something, you'll be amazed to know that the auditorium also houses one of the largest pipe organs east of the Mississippi.

## Welcome Aboard

Ian Vickery, Senior Telecom Specialist, NZO  
James Ferguson, TSC Support Specialist, NZO  
Brian Oswald, Sales Representative, NZO  
Norman Bramberger, CS Contract Administrator, NZO  
Christopher Brice, SWS Specialist, CCO  
Stephen Maxwell, Senior Analyst/Programmer, STL  
Eddie Kwok, Analyst/Programmer, STL  
Dennis Johnson, CSS Stores Supervisor, SNA  
John Pritchard, District Facilities Manager, SNO  
John Vrtaric, Financial Analyst, SNO  
Dennis Martens, Instructor, SMP  
Larry Lambert, Production Engineer, SNA  
Peter Slade, CS Engineer, SNL  
Ray Marcos, Computer Operator, SNH  
Naida Gross, Secretary, MEA  
Malcolm Robbins, SWS Specialist, WEO  
Bruce Harrison, SWS Specialist, CCO  
Jane Howard, Accounts Payable Clerk, SNO  
Karen Nash, Secretary, SND  
Kristina Habgood, Sales Representative, MEO  
Tracey Saunders, Secretary, MEO  
Andrew Smith, SWS Specialist, MEO  
Matthew Knipfer, Senior Telecom Analyst, SNO  
Michele Wright, Quality Assurance Specialist, STL  
Katrina MacMillan, CS Contract Administrator, STL  
John Lee, Sales Representative, SNM  
Mavis Stewart, Secretary, SNM  
Perlita Yunon, Technical Assistant, SNL  
Nigel Stewart, CS Engineer, SNL  
Lynette Smith, Clerk, SNO  
Christopher Gadsby, Senior Analyst/Programmer, SNO  
Stephen Firth, Senior Telecom Analyst, SNO  
John Jeffreys, Account Development Representative, WPO □

## SPR at DU

All District Managers, Sales Unit Managers, National Account Managers and Sales Executives from SPR attended the summer school.

SNO Sales Training Manager Mark Kingaby, who organised our Digits to go, says, "Summer School was more than just a good learning experience. It was very motivational for all who attended, proving yet again that when Digital sets its mind to achieving something, it happens with style."

The Corporation is going to repeat this highly successful event by staging a Winter School in January/February of next year. GIA is planning to bring the material to SPR in March so that all of our Salesforce, and other interested functions, can attend the so-called Digital College. □





**JUANITA 'ABOVE-THE-CALL-OF-DUTY'**  
TROEMML certainly earned her title of Southern District Employee of the Quarter for Q4 FY89.

MEO-based Juanita was an assistant administrator for SWS when she was moved to the position of Administrator in the Projects unit.

However, with the resignation of one of SWS's employees, Juanita went back to SWS to assist with the close-off of their books for the end of the financial year while still working for the Projects unit.

This meant working extremely long hours and involved a multitude of tasks including chasing up necessary paperwork from Salespeople, Consultants and the like who had all gone into hibernation for that two week period. Juanita approached this task with enormous enthusiasm and a strong sense of teamwork.

A Digit for seven and a half years, Juanita is a well known personality at the Box Hill Office, not only because of her vibrant personality and friendly nature, but because of her professional attitude and sheer dedication. Juanita's efforts show what this award is all about – the strive for excellence.

★ ★ ★

In just one night SNO-based Business Controls Manager Jim Flaye made back the cost of his Defensive Driving course several times over!

Returning home from work in the midst of dense traffic travelling at about 75 kph, the cars in front started braking hard. The surface had water on an oil base. The vehicle directly in front of Jim's put on its brakes, locked solid and slid into the vehicle in front at about 40 kph.

Jim applied his brakes and almost immediately his wheels locked. A collision was inevitable.

Remembering his training however, Jim released the brakes, steered into the next lane, reapplied brakes and halted untouched. The vehicle originally behind him piled into the mess. From then on more than a dozen vehicles collided nose to tail before Jim could get back and warn traffic to slow down.

Initially Jim was sceptical about the Defensive Driving course, but having saved himself from several thousand dollars worth of damages and possible injury in this incident, he is convinced of its merits.

★ ★ ★

Wedding bells rang last month for Pamela Lehmann from the SNO Credit Department and David Howell, Branch Liaison Manager from the State Bank of NSW. Congratulations to the financial couple!

★ ★ ★

The August issue's 'Overheard' story about the slides received at the SNO mailroom without an addressee or addressor has prompted quite a few Digits to express their tales of woe.

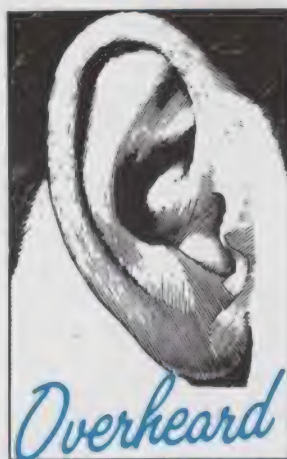
Digital certainly knows the frustration of receiving a contribution without a sender name, mailstop or phone number attached, making it very difficult to find out any more information than what has been submitted.

When sending reports, photocopies of documents or any information, it's easy enough to attach a 'route slip' or just a little yellow 'post-it' note with your details. Let's keep the lines of communication as open as possible!

★ ★ ★

Many thank you memos have been making their way through the system recently – well-earned appreciation for burning the midnight and weekend oil. Thanks go to: SNL (Mars Road) CS Digits Goutam Roy, Shawn Davies, Rachel Nastovici and Rick Rosa; everyone involved in the signing of the AMSKAN agreement (see story page 7); SNO Senior Edu Instructor Tom Schwarz; and Peter Lam, MEA CS Engineer.

★ ★ ★



A certain Digit parked his car on the 5th floor of a large shopping centre carpark. When he finished his shopping, he returned to find the car gone! He searched all over for it but it was not there. It was reported stolen to the police and several days later the police rang Digital to say it had been found – in the shopping centre carpark on Level 3. The discovery of a problematic numbering system of the carpark made this Digit feel a little less silly. The 5th floor is numbered as Level 3 and he had searched all over the roof – which is numbered as Level 5 but is not the 5th floor!

★ ★ ★

The "goss" from our ADO (Adelaide) tipster is: SWS Secretary Debbie King married her long-time sweetheart David McKenzie in October, just a week before CS Engineer Andrew Stephens married his fiancée Kathy Keating (any relation?).

This month CS Administrator Lynne Maclean will keep it all in the Digit family when she marries CS Installation Engineer David Hoffmeister on November 18, as will Installations Co-ordinator Trina Hooper and CS Engineer Andrew Simpson who have recently announced their engagement. Congratulations and best wishes to all.

Not mentioning any names, but guess which ADO Installations Co-ordinator is hopping mad because a ruptured Achilles tendon has forced the postponement of her holiday in Singapore with her fiancée? The plaster cast will remain in place for a few weeks after which months of physiotherapy will be needed. And all thanks to a game of netball with her fellow Digits.

Still in Adelaide, happy birthday to little Kathlyn Hayley Wiles, first child for Enterprise Services Manager Art Wiles and his wife Anna.

★ ★ ★

It seems CSS (SNA) Digits have been as busy as ADO Digits in the wedding stakes.

Congratulations to: Secretary Claire Cregan and Peter Hordern who were married on August 5; Regional CSS Manager Graeme Shorter and SNO Secretary Glenys Shaw who tied the proverbial knot on August 12; Engineer David Moss and his wife Elizabeth who exchanged vows on September 2; and Secretary Kay Paterson and Russell Fox who said, "I do," on September 16.

★ ★ ★

A technology you'll be hearing a lot about over the next few months is Digital's new Multi-Chip Packaging technology, a radically new way to do much more computing work in a shorter amount of time and in a smaller space. We've introduced this technology in our new mainframe, the VAX 9000, and we'll be telling you more about it in issues to come.

★ ★ ★

STL CS Engineer Barry Thompson became a dad for the first time when his wife Stephanie gave birth to a baby girl, Cassandra Lyn, in September. Congratulations to the Thompson family. □

#### PLEASE HELP IF YOU CAN

Susanne Spicer, a London (HHL) Digit, has asked for help for a very sick little boy.

Craig Shergold, who is seven years old, has brain and spinal tumours that are inoperable. He is in hospital and has not got very long to live.

Craig's dearest wish is to be named in the Guinness Book of Records and he has come up with the idea of collecting the largest ever amount of get-well cards in the hope that he will qualify for an entry.

If you can spare the time to send little Craig a card, the address is:

Craig Shergold  
56 Selby Road, Carshalton  
Surrey SM5 1LD,  
England

Please feel free to inform your friends if you think they would like to help. □



## Career Milestones



**REGIONAL OPERATIONS MANAGER JOHN BROWN**, previously Regional CS Manager, has contributed his services and skill to Digital for twenty years as of this month.

John joined Digital as a FS Engineer in WA to look after the University of WA's PDP-6. He remembers walking into a large room full of computer equipment, none of which he had ever seen before! The PDP-6 bore no relation to the smallish PDP-8 he had received product training on.

"Unfortunately, or maybe fortunately," says John, "the door to the computer room locked behind me, so I had no choice but to stay and work things out!"

Congratulations to the following Digits who will be celebrating their many years of contribution to our company this month.

### Ten-Year Recipients

Pat Lucas, SNO Personnel  
Alan Pick, SNA CSS  
Colin Lathwell, SMP Edu  
Tony MacKenzie, BBO FS  
Steve Manuel, ADO SWS

### Five-Year Recipients

David Shuker, HMO CS  
Martin Hutchinson, NZO CAS  
Robert Jones, SNO MIS  
Valerie Mawby, SNO F&A  
Jan Apps, SNO F&A  
Arjen Arnold, SMP Edu  
Trevor Foley, STL CS  
Mary Furlong, MEO Marketing  
Steve DeKalb, SNO Marketing  
Roy Freak, SNO SWS  
Lyn McMurray, SNO SWS  
Peter Meyer, SNO Systems Business  
Artur Santos, SNO Personnel  
Anu Asar, SNM Sales  
John Juricic, MEO CS  
David Hoffmeister, ADO CS  
Cheryl Gray, MEO Sales □

## Smooth Sailing

I would like to thank you and your staff for your efforts in achieving a trouble-free change-over from VAX-11/785 to VAX 6210 at Cape Ferguson recently.

Particular thanks are due to Werner Hahling whose skills and co-operation contributed greatly to the smoothness of the change-over. Werner voluntarily worked the weekend to complete the task to our mutual satisfaction, and ensured that our full range of computer services were available to users as soon as was possible.

This is typical of the level of high service we receive from Customer Services staff at Townsville.

Nick Harcock  
Computer Services Manager  
Australian Institute of Marine Science  
Addressed to Peter Vella, TVO CS Service  
Delivery Unit Manager. Werner is a TVO CS Engineer.



### Howzat!

Aussat recently took delivery of a VAXstation 3100, purchased through GT Group. There were a number of initial configuration and hardware problems, which Rod Knutson from GT was able to follow up on our behalf through Digital.

In particular, the efforts of Rachel Nastovici, Shawn Davies and Peter Ohtaras are to be praised. Rachel was able to organise for the system to be brought back to Lane Cove for the necessary component installation, and repairs to a faulty monitor. Shawn carried out the installation on behalf of GT. Peter replaced an incorrect monitor cable. All of these people deserve recognition for their punctuality, attention to detail and professionalism.

Of course, the Installations Unit itself needs to be congratulated for continuing their tradition of putting customer satisfaction first, regardless of who, or what has been responsible for the problems.

Mark James  
Senior Information Technologist  
Aussat Pty Ltd

Addressed to Paul Wickham, SNL Service  
Delivery Unit Manager.

### Setting the Record Straight

I want to place on record my appreciation for the excellent job carried out by Joseph Afamasaga recently.

I was present when Joseph installed one of our 8mm tape drives, a new disk drive and an Ethernet Controller onto the MicroVAX at Fay Richwhite. All of these installations went very smoothly indeed, thanks solely to the efforts of Joe.

He demonstrated a professional attitude to your client the whole time, and he left all with a favourable impression of Digital's engineering.

Paul Molloy  
Cadam Research Limited

Addressed to David Green, WEO CS Service  
Delivery Unit Manager. Joseph Afamasaga is a WEO CS Engineer.

### Perfect Printers

Just a note to inform you of our ongoing maintenance with the LN03 printers. I am pleased to inform you that we have almost completed the overhaul, with only two remaining printers to be serviced.

Joe Fruci and Nick Mihelakis have been most co-operative, and hope to have the other two printers serviced very soon.

We are most pleased with the present maintenance performance in regard to the above.

Linda M Grippi  
Alcoa of Australia Limited  
Addressed to MEO CS Delivery Unit Manager  
Guy Pickering. Joe (MEO) and Nick (MEA) are CS Engineers.

### Community Minded

We recently took delivery of a new MicroVAX 3300 at CSV. Due to circumstances over which we had little control, it became imperative that this equipment be installed as soon as possible.

We phoned Bambos that day to organise earliest possible installation. He was able to juggle a number of calls to fit us in the following working day.

The installation was completed that day thanks to the efforts of Bambos. The software was installed the following day and we were able to get the system running on schedule.

We at CSV would like to thank Bambos for his assistance and certainly appreciate his efforts to help us out.

George J Grech  
Systems Manager  
Community Services Victoria  
Addressed to MEO CS Service Delivery Unit  
Manager Chris Russell. Bambos Haralambous is an MEO CS Engineer.

**"It is common sense to take a method and try it. If it fails, admit it frankly and try another. But above all, try something."**

Franklin D. Roosevelt (1882-1945)



# Wishing Them Joy, Wonder, and Some Sleep!

**The birth of Australia's newest quadruplets, on September 28, was an event that naturally grabbed the media's attention. Quads don't come along all that often, and these babies are particularly special because it is only the second time in Australia that a quadruplet birth has produced two boys and two girls. But what makes it even more special for us is that the proud parents are Digit Con Tambassis, SNL (Lane Cove) Repair Centre Manager, and his wife Helen.**

With twins on both sides of the family, two generations back, Con and Helen were more or less primed for a multiple birth, but, as Con says, "It was a good thing Helen was lying down for the first scan, because otherwise she would have collapsed!"

That first ultrasound scan, when Helen was just six weeks pregnant, showed at least three babies, and possibly a fourth. The next scan, at 17 weeks, confirmed that Con and Helen were going to be the proud parents of all the family they ever wanted to have and more, but all at once!

Con said his first reaction was confused. "I didn't know whether to cry or laugh. How do you react to the idea of having quadruplets? It didn't seem real."

It was real enough for Helen, however, as time wore on. With four little babies kicking around inside her and the difficulties of her growing form, Helen went into hospital three months before the due date, for bed rest.

Meanwhile, Con did the only practical thing he could think of. The company car he had on order was a sedan, so Con changed the order to a large van. He also knocked down a wall of the nursery to make room for the 'onslaught'!

## ■ Four Times the Cost

After seven and a half months pregnancy, the doctors decided the babies should be delivered. Helen's body was stretched to the limits, her blood pressure was starting to rise and the babies were becoming distressed. So birth by Caesarean section it was, starting at 8:25am, with the babies born one minute apart.

Con was not allowed into the operating theatre, not because it was an operation, but because there were too many other people needed in the room. Each baby had a paediatrician, a midwife and a nurse waiting for its arrival, plus Helen's obstetrician, the anaesthetist and so the list went, making the sum total of 20 people in the room!

Con, watching through a glass window, was "ecstatic", though he admits that as the reality of his new family hit him, a nurse noticed him looking rather faint and offered him a seat.

"I didn't know which one to look at first. There were so many of them!" Con says.

First out was James, weighing in at 1.1kg, next came Fiona at 1.3kg, followed by the biggie Kurt who weighed 1.8kg, and last but not least – Debbie who weighed 1.7kg.

Some of the first visitors on the scene were the press, eager to view the first such pair since 1950. Channels Ten, Nine and Seven arrived on the day of the births, followed the next day by the *Sydney Morning Herald*, the *Daily Mirror* who ran the story front page and the local papers.

Con and Helen were not sure they wanted such media coverage, but the hospital's PR lady convinced them it was an event worth publicising, especially in view of the hospital's requirements for more government funding.

At the time of writing, Helen and the bubs are still in hospital, waiting for the babies to reach a satisfactory weight. Meanwhile, Helen is certainly discovering the 'joys' of motherhood.

The magazine-reading and television-watching days of her pregnancy are well and truly over with just bathing and feeding the babies taking up every waking minute.

"Helen is a walking milkbar!" says Con. "I can see it's going to be a hard slog for the first two years."

By the time Helen and the babies are settled in at home, the bills will have totalled some \$A30,000 and government assistance looks unlikely at this stage. Though Con and Helen's families are more than willing to help look after the babies, they all have work commitments during the day.

Life is certainly going to be interesting for Tambassis family from now on. □



Photo courtesy of the *Sydney Morning Herald*. Photographer: B. Read



# A Radical Idea: On Time Delivery

**Our Systems Logistics team, formerly part of the Customer Administration Service (CAS) group, has launched a major new project aimed at achieving a 'quantum leap' in customer satisfaction. As the team sees it, a crucial aspect to the success of their new project is in also achieving Sales Representatives' satisfaction and significant gains in their own staff productivity.**

The blueprint for this idea basically involves using the SPACE suite of systems as they were originally intended to be used\*.

In Dave Johnson's words, "As Systems Logistics Manager for SPR, I have joint responsibility for Revenue, Customer Satisfaction and Business Controls. As a result of customer surveys and feedback from the field, it was obvious that the delivery organisation was not delivering, and a customer-focused program was put together in mid-FY89 to concentrate on 'On Time Delivery', or OTDy."

Dave explains that the program could never have been implemented by Systems Logistics alone, but required the support of all players in the total order cycle – Sales, Direct Response Sales (DRS), CAS, Credit & Collection, and our vendors.

"The commitment from Systems Logistics was to deliver to the customers on the day, on time and complete – 100% of the time," Dave says. "A very tall order indeed, but once agreement was reached by all participants, the OTDy program was introduced."

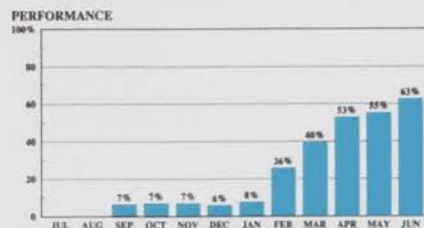
This involved, Dave adds, the formulation of a Sales Delivery function within Systems Logistics with a district/geographic responsibility. According to Dave, the SDRs (Sales Delivery Reps) are now "the window into the delivery process," each accountable for OTDy in their respective district.

Together with a measurement process and changes to the computer system, this district/geographic focus has resulted in dramatic changes to our ability to deliver goods to customers on time, right the first time.

"While we didn't achieve 100% on all of our 17,484 orders delivered in FY89, our commitment to continuous improvement and our results to date put this goal within our reach in FY90," Dave says.

## Charting the Results

The "dramatic changes" Dave mentions can be seen on the chart below. On a three-month rolling average, OTDy results charted monthly show the project really got rolling during Q3 and Q4 of FY89.



## Sales Delivery Team

The first step to achieving the turnaround was to provide a 'Sales Delivery' team to focus on the project. The people who now make up this team have been drawn from a wide variety of backgrounds and have some 22 years of experience in Digital between them.

They are headed up by **Barbara Lillyman**, a Digit who has gained tremendous respect from the Salesforce for her unyielding commitment to the customer.

As Sales Delivery Supervisor, Barbara is moulding the team into a responsive group dedicated to supporting the Salesforce and achieving this "quantum leap" in customer satisfaction. Barbara has spent eight years with Digital, the last five of them in CAS/Systems Logistics, and has received several awards from the Sales Districts for her total dedication to serving our customers.

**Kerrie Howarth** is the Sales Delivery Representative for Sydney District. Kerrie

joined Systems Logistics in October 1987 to handle the Sales Response Desk after spending three years as the Software Manufacturing Unit Manager's Secretary. Kerrie managed to get Sydney District to the fore in OTDy in FY89.

**Michelle Butel** was appointed Sales Delivery Representative for Northern District from her position as Order Backlog Allocation Controller in Systems Logistics, joining in May 1988. Michelle's "pre-Digital" order processing experience has helped her bring her District to the fore in FY90 for OTDy. Michelle is currently on Maternity Leave and has been temporarily replaced by Michelle Fabiano who has a strong background in Customer Service work.

**Adrian Cresswell** joined Systems Logistics in January 1989 as Southern District Sales Delivery Representative after three years in FS Contract Administration. Adrian is using his experience to bring his District up to a lead challenging position in OTDy.

**Neil Keraunos** is the Sales Delivery Representative for Federal and Western Districts and also Internal orders, having joined Systems Logistics in May 1989. He joined Digital in 1986 as a FS Customer Response Representative after five years' experience as Agfa Gevaert Industry Division Service and Spares Controller.

**Mary Treadwell** joined Systems Logistics in August as Sales Delivery Representative for Channels Sales (OEM/Distributors). Some three years of experience in Sydney Sales Administration will enable Mary to settle into this area quickly.\*

Next month we complete the profile of the Systems Logistic team and take a look at the customer perspective on the OTDy project. □



**SALES DELIVERY REPS (from left to right): Kerrie Howarth, Adrian Cresswell, Michelle Butel, Neil Keraunos and Mary Treadwell.**



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**digital**

**Digitalk**, the official magazine for Digital Equipment Corporation's employees in the South Pacific Region (SPR), is published by Digital Equipment Corporation (Australia) Pty Limited, Corporate Communications.  
Publisher: Stephen De Kalb. Editor: Klay Lamprell.  
Assistant Editor: Simon Mansfield.

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Printed in Australia.

**All contributions are welcomed.**  
Please send photographs, stories and suggestions to:

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**Fax: (02) 412 5316**

## Eye Eye!

If you were one of those spying-eyed Digits who entered the August Digitalk contest, you should be pleased to know you got it right. Every entry was correct. However, unless you are SND SWS Specialist Paul de Groot, you are not the winner. By luck of the draw, Paul's was the first entry out of the barrel, but it could be you next time! The right answers were:

- 1 - John Brown
- 2 - Kevin Wallace
- 3 - Bob Starkey
- 4 - Graeme Shorter.

### Captivating Caption Contest

DAO (Darwin) Salesperson Alistair Long was captured in this striking pose at Coolumb, Queensland, during the DEC100 weekend. Word is, he was recovering from the Black Tie dinner.

The best caption for this photo received by December 8 will win a dinner in whatever style you wish to the value of \$A100. Judging will be done by an independent panel and the judges' decision will be final. Have fun!

Send the caption and the label below to  
*Digitalk* SNO 10/1. □



DIGITAL

003734

MAX BURNET  
CORPORATE RELATIONS MANAGER  
SNO G